

**KOMITMENTERHADAPORGANISASIDIKALANGAN
GURU-GURUSEKOLAHMENENGAH
DAERAH BANDARBAHARU, KEDAH**

**Tesis ini diserahkan kepada Sekolah Siswazah sebagai
memenuhi sebahagian daripada keperluan
Ijazah Sarjana Sains (Pengurusan)
Universiti Utara Malaysia**

Oleh

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extrinsic satisfaction) and organizational commitment, b) there was significant relationship between **pay** satisfaction (salary benefit) and organizational commitment, c) there was significant relationship between administrative **climate** (personality, interaction, and policy) and organizational commitment , d) organizational commitment was not significantly different among the teachers based on gender, age, job tenure, service categories, service and salary movement , and e) job satisfaction and salary satisfaction also showed significant influences on the teachers' organizational commitment. Some suggestions have been offered based on these findings, to enhance organizational commitment among teachers.

KEBENARAN MERUJUK TESIS

Tesis ini dikemukakan sebagai memenuhi sebahagian daripada keperluan pengijazahan program sarjana Universiti Utara Malaysia (UUM). Saya bersetuju membenarkan pihak perpustakaan UUM mempamerkannya sebagai bahan rujukan. Saya juga bersetuju bahawa sebarang bentuk salinan sama ada secara keseluruhan atau sebahagian daripada tesis ini untuk tujuan akademik adalah dibolehkan dengan kebenaran penyelia tesis atau Dekan Sekolah Siswazah. Sebarang bentuk salinan dan cetakan bagi tujuan-tujuan komersial dan membuat keuntungan adalah dilarang sama sekali tanpa kebenaran bertulis daripada penyelidik. Pernyataan rujukan kepada penulis dan UUM perlulah dinyatakan jika sebarang bentuk rujukan dibuat ke atas tesis ini.

Kebenaran untuk menyalin atau menggunakan tesis ini sama ada keseluruhan atau sebahagian daripadanya hendaklah dipohon melalui:

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ABSTRAK

Kajian ini diadakan bagi mengenalpasti faktor-faktor yang mempengaruhi komitmen terhadap organisasi di kalangan guru-guru sekolah menengah di daerah Bandar Baharu, Kedah. Objektif ini ialah untuk mengenalpasti a) hubungan di antara kepuasan kerja dengan komitmen terhadap organisasi, b) hubungan di antara kepuasan gaji dengan komitmen terhadap organisasi, c) hubungan di antara iklim pentadbiran dengan komitmen terhadap organisasi, d) perbezaan komitmen di kalangan guru-guru berdasarkan ciri-ciri demografi dan e) pengaruh pembolehubah kajian terhadap komitmen.

Seramai 128 orang guru dari empat buah sekolah menengah telah menyertai kajian ini. Mereka mewakili dua kategori perkhidmatan iaitu guru-guru siswazah dan guru-guru bukan siswazah. Set soal selidik mengandungi 57 item berskala lima *Likert* telah digunakan bagi mengukur maklumbalas responden. Sebanyak lima hipotesis utama dengan 12 hipotesis khusus telah dibentuk bagi kajian ini. Kaedah-kaedah statistik *Korelasi Pearson*, *Ujian-t*, *Analisis Varian Sehala (ANOVA)* dan *Regresi Berganda* telah digunakan bagi mengkaji hipotesis-hipotesis ini.

Hasil kajian ini menunjukkan a) terdapat hubungan yang signifikan di antara kepuasan kerja (kepuasan intrinsik

dan ekstrinsik) dengan komitmen terhadap organisasi, b) terdapat hubungan yang signifikan di antara kepuasan gaji (faedah gaji), dengan komitmen terhadap organisasi c) terdapat hubungan yang signifikan di antara iklim pentadbiran (personaliti, interaksi dan polisi dengan komitmen terhadap organisasi, d) tidak terdapat perbezaan komitmen yang signifikan berdasarkan ciri-ciri demografi (jantina, umur, tempoh berkhidmat, kategori perkhidmatan dan pergerakan gaji dan e) kepuasan kerja dan kepuasan gaji menunjukkan pengaruh yang signifikan ke atas komitmen terhadap organisasi. Berdasarkan kepada dapatan ini, cadangan-cadangan telah dikehendaki bagi meningkatkan lagi komitmen para guru kepada organisasi mereka.

ABSTRACT

The purpose of this study is to examine the factors related to organizational commitment among secondary school teachers in Bandar Baharu district of Kedah. The objectives of this study were to investigate a) the relationship between job satisfaction and organizational commitment, b) the relationship between pay satisfaction and organizational commitment, c) the relationship between administrative climate and organizational commitment, d) the differences of organizational commitment among the teachers based on their demographic factors, and e) the influence of independent variables on organizational commitment. 128 teachers from four secondary schools participated in this study. They represented two service categories, namely graduate teachers and nongraduate teachers. A set of questionnaire containing 57 items using five-points Likert-type scale was applied to measure the teachers' responses. Five main hypotheses and 12 specific hypotheses were constructed for this study. Statistical tools such as using *Pearson Correlation t-Test, Analysis Of Variance and Multiple Regression* were used to test these hypotheses.

The results revealed that a) there was significant relationship between job satisfaction (intrinsic and

extrinsic satisfaction) and organizational commitment, b) there was significant relationship between **pay** satisfaction (salary benefit) and organizational commitment, c) there was significant relationship between administrative **climate** (personality, interaction, and policy) and organizational commitment , d) organizational commitment was not significantly different among the teachers based on gender, age, job tenure, service categories, service and salary movement , and e) job satisfaction and salary satisfaction also showed significant influences on the teachers' organizational commitment. Some suggestions have been offered based on these findings, to enhance organizational commitment among teachers.

PENGHARGAAN

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Untuk Ibu/Ayahku dan Ibu/Ayah Mertuaku Yang
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Penghargaan istimewa untuk yang disayangi

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yang telah **banyak** bersabar

serta kepada anak-anakku

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BAB SATU

PENGENALAN

1.1 PENDAHULUAN

Komitmen pekerja adalah merupakan sebahagian komponen utama dan terpenting dalam menentukan keberkesanan pengurusan sesebuah organisasi. Ia memainkan peranan yang besar terhadap individu dan organisasi serta menjadi dasar kepada **hayat** organisasi. Komitmen terhadap organisasi merupakan suatu kekuatan untuk mengenali seseorang individu dalam pekerjaannya (Griffin dan **Bateman**, 1986), nilai dan kepercayaan yang tinggi (Yusoff Hj. Hanifah, 1981), penglibatan kerja dan kesetiaan yang sepenuhnya terhadap organisasi **yang** diwakilinya (Smith dan Hoy, 1992).

Kebiasaannya, memahami komitmen terhadap organisasi adalah **cukup** penting **bagi** seseorang **pengurus** dalam pengurusan sumber manusia. Komitmen **yang** dikongsi bersama untuk mencapai objektif **asas** adalah merupakan sebagai usaha untuk mencapai kecemerlangan (Jones et. al., 1969). Bagi seseorang **guru**, komitmen kepada organisasinya merupakan elemen yang **cukup** penting dalam

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